DOCUMENT RESUME

ED 144 514 HE 009 305

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TITLE Composition of College and University Governing Boards. Higher Education Panel Reports, Number 35.
INSTITUTION American Council on Education, Washington, D.C. Higher Education Panel.
SPONS AGENCY Association of Governing Boards of Universities and Colleges, Washington, D.C.
PUB DATE Aug 77
NOTE 28p.
AVAILABLE FROM Higher Education Panel, American Council on Education, One Dupont Circle, Washington, D.C. 20036

EDRS PRICE MF-$0.83 HC-$2.06 Plus Postage.
DESCRIPTORS Age; Alumni; *Boards of Education; Females; *Governing Boards; *Higher Education; *Individual Characteristics; Minority Groups; National Surveys; Occupations; *Private Colleges; Professional Occupations; State Boards of Education; State Colleges; State Universities; Student Participation; *Trustees
IDENTIFIERS *Multicampus Colleges

ABSTRACT

A survey was conducted in the fall of 1976, prompted by two concerns: (1) the dearth of background information on the thousands of men and women who serve as trustees and regents on governing boards, and (2) many preconceptions about the characteristics of board members. Information was gathered on boards of single- and multicampus colleges and universities. A board profile revealed that: (1) 85 percent of the 47,000 board members are in the private sector of higher education; (2) 164 multicampus boards govern 886 institutions enrolling more than one-half of all students; (3) private boards average 26 members, whereas public institution boards average nine members; and (4) nationally, three to ten trustees must be elected from designated constituencies or special groups, with as many as six percent from alumni. A trustee profile shows that: (1) 15 percent of all trustees are women; (2) 3 to 14 percent (averaging 7 percent) are minority group members; (3) 90 percent have at least a bachelor's degree, while 32 percent have a professional degree; (4) two-thirds are over 50, while one in ten is under 40; (5) nearly one-fourth are doctors, lawyers, or members of the clergy; (6) 13 percent are in education, and one percent is students; and (7) 19 percent hold trusteeships on more than one governing board. (MSE)

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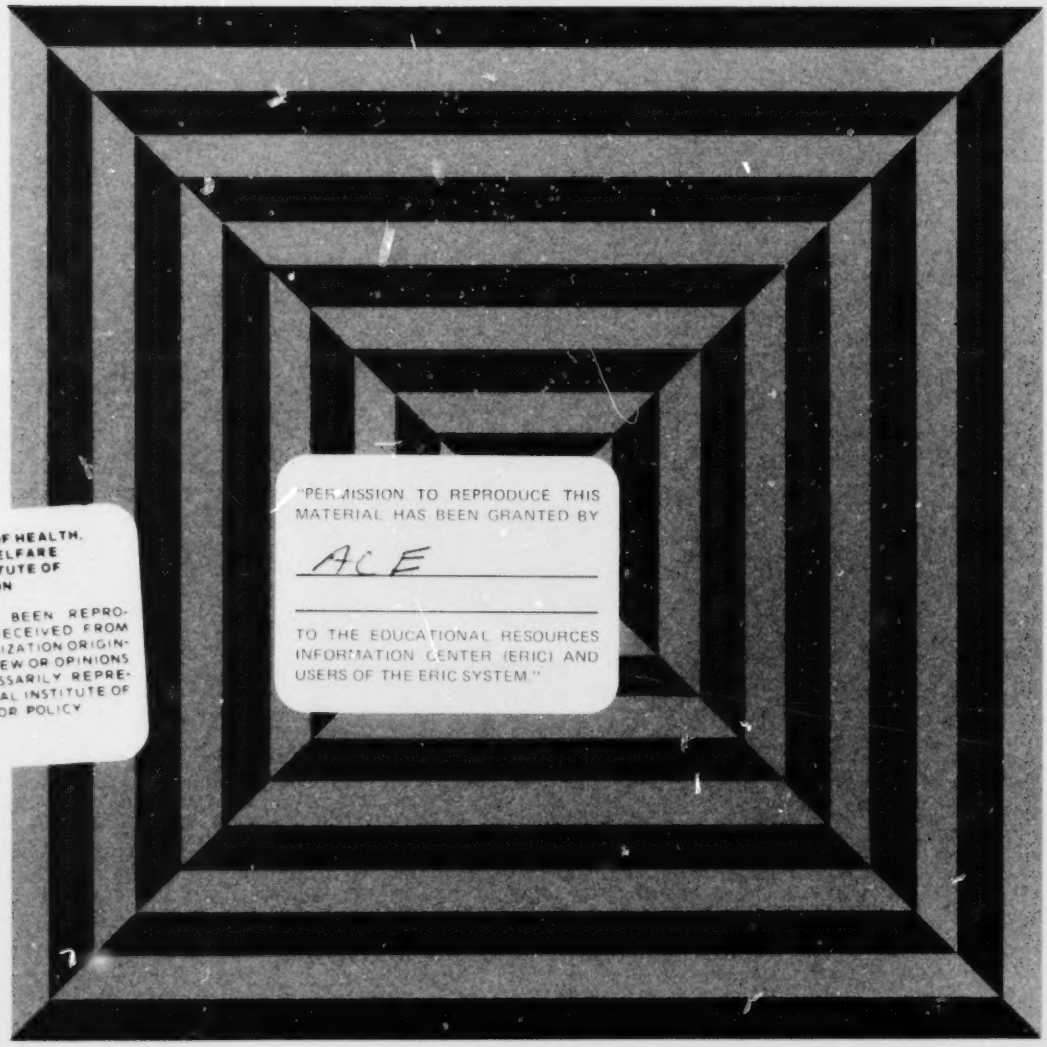
Composition of College and University Governing Boards

Irene L. Gomberg and Frank J. Atelsek



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HIGHER EDUCATION PANEL REPORTS, NUMBER 35
AMERICAN COUNCIL ON EDUCATION

AUGUST
1977

HE009305

A Survey Funded by the Association of Governing Boards
Of Universities and Colleges

AMERICAN COUNCIL ON EDUCATION

Stephen K. Bailey, *Acting President*

The American Council on Education, founded in 1918, is a council of educational organizations and institutions. Its purpose is to advance education and educational methods through comprehensive voluntary and cooperative action on the part of American educational associations, organizations, and institutions.

The Higher Education Panel is a survey research program established by the Council for the purpose of securing policy-related information quickly from representative samples of colleges and universities. *Higher Education Panel Reports* are designed to expedite communication of the Panel's survey findings to policy-makers in government, in the associations, and in educational institutions across the nation.

The Higher Education Panel's surveys on behalf of the Federal Government are conducted under grant support provided jointly by the National Science Foundation, the National Institutes of Health, and the U. S. Office of Education (NSF Grant SRS-7617080).

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Composition of College and University Governing Boards

Irene L. Gomberg
Frank J. Atelsek

Higher Education Panel Reports
Number 35 August 1977

American Council on Education
Washington, D.C. 20036

Table of Contents

	Page
Acknowledgments	iv
Highlights	v
Background	1
Methods Summary	1
Findings	2
Board Profile	3
Trustee Profile	4
Single-Campus Governing Boards	6
Summary	7
Tables	9
Appendix A: Survey Instrument	15
Appendix B: Methodology	19

Acknowledgments

We are grateful to Richard T. Ingram, Vice President of the Association of Governing Boards, and Nancy Axelrod, Director of its Trustee Information Clearinghouse, who helped us design the survey and guided us through the maze of governing boards.

Numerous discussions with Joseph Steinberg of Survey Design, Inc., resulted in the weighting design; Laura Kent edited the manuscript. And beyond the extra effort made by the entire HEP staff in creating the data base, special notice is due Cathy Slesinger, who became a walking encyclopedia on institutional governing boards.

We also wish to thank the numerous governing boards that cooperated directly with the Panel and provided much useful information. Last, but never least, we are indebted to our Panel institutions and representatives, whose assistance and cooperation have never waned.

Highlights

Board Profile

- More than 47,000 trustees and regents serve on 2,314 governing boards responsible for 3,036 colleges and universities. Approximately 85 percent of these board members are in the private sector of higher education.
- 164 multicampus boards govern 886 institutions enrolling more than one-half of all students (full-time equivalent).
- About 3,400 trustee positions on governing boards stand vacant at any given time, with almost all of these vacancies existing in the private sector.
- Boards governing private institutions average twenty-six trustees, whereas boards governing public institutions average nine trustees.
- Nationally, three of ten trustees must be selected from designated constituencies or special groups, with as many as 6 percent selected from alumni/alumnae.

Trustee Profile

- 15 percent of all trustees are women and 18 percent of the trustees of public single-campus boards are women.
- Seven percent of all trustees are members of minority groups; the proportion averages as high as 14 percent on public single-campus institutions and as low as 3 percent on private multicampus boards.
- 90 percent of all trustees have at least a baccalaureate, and 32 percent have a professional or doctoral degree.
- Two of three trustees are age 50 or older, and only one in ten is under age 40. Younger trustees tend to be on the boards of public institutions.
- 34 percent of all trustees are executives or administrators in business and industry,not including those who have retired from this occupational group.
- 19 percent of all trustees are presidents of corporations or board chairmen; 32 percent of all trustees are members of at least one corporate board.
- Nearly one-fourth of all trustees are lawyers, doctors, or members of the clergy.
- Overall, 13 percent of trustees are employed in education, as teachers or administrators; another 1 percent are college students.
- 19 percent hold trusteeships on more than one governing board.

Background

This survey, conducted in fall 1976 at the request of the Association of Governing Boards of Universities and Colleges (AGB), was prompted by two concerns: first, the dearth of current background information about the thousands of men and women who serve as trustees and regents on governing boards; and second, the many preconceived notions about these board members--for example, their age, sex, and race. AGB wanted to determine the extent to which governing boards--in response to pressures both internal and external--have become more diverse and more broadly representative of the communities and institutions they serve.

The most recent information on members of governing boards came from a 1968 survey of the trustees themselves, reported in R.T. Hartnett, College and University Trustees (Princeton, N.J.: Educational Testing Service, 1969). These data cannot be compared directly with the results of the present Higher Education Panel (HEP) survey, however, because the surveys differ in several essential respects. For one thing, the data from the earlier survey were based on the responses of approximately 5,200 trustees representing 536 institutions, which were not weighted to national estimates. Nor were the selected institutions intended to be representative of all American colleges and universities. In contrast the survey data reported here were obtained from Higher Education Panel representatives, staff, and associates of 449 boards governing or representing 1,021 institutions and were statistically adjusted to represent the entire population of 47,000 trustees at 2,300 boards governing the more than 3,000 colleges and universities in the United States.

Further, the data from the 1968 survey were tabulated and organized by various institutional categories, whereas the HEP data were weighted, tabulated, and organized by selected categories of governing boards. Thus, any attempt to use the data of the two studies to interpret trends over time should be undertaken with extreme caution and only after careful consideration of the different methodologies used in the surveys.

Methods Summary

The Higher Education Panel is a continuing research program, created in 1971 by the

American Council on Education for the purpose of conducting limited-scale surveys on topics of current policy interest to the higher education community and to government agencies. The Panel is based upon a network of 760 colleges and universities broadly representative of the more than 3,000 institutions listed in the National Center for Education Statistics' Education Directory.

The survey instrument (see Appendix A) was mailed in mid-October 1976 to two groups of Panel member institutions: (1) all institutions operated by a governing board legally responsible for the control of only that one institution (a single-campus board), and (2) institutions operated by a governing board legally responsible for the control of two or more institutions (a multi-campus or a systemwide board). In addition, about 50 multicampus governing boards, on which information was not available through any single institution, were queried directly. Nonrespondents were followed up by mail, and problem questionnaires were followed up by both mail and telephone. Thus by the close of the field phase, usable data had been received from 85 percent (449) of the 528 boards surveyed.

For a more complete discussion of methodology and weighting procedures, see Appendix B.

Findings

The college and university governing board represents one of the distinctive features of American postsecondary education. Selected largely from professions outside the academic world (mainly by gubernatorial or legislative appointment in the public sector, and by the boards themselves in the private sector), these volunteer trustees come from a wide range of backgrounds.

Although the precise role of these boards of trustees and regents will depend on the type of institutions they serve, they generally perform a policy-making function. They are responsible for much more than the selection, termination or evaluation of the chief executive officer. Other major board responsibilities include providing financial support and management, representing the institution to the public, maintaining the physical plant, serving as a court of final appeal, and assessing institutional performance. Preserving institutional health and independence and clarifying institutional purposes have become

increasingly critical board responsibilities in the last decade.

The survey instrument was both simple and brief. Respondents were asked to indicate the type of governing board; the numbers of trustees authorized to serve and actually serving; and the distribution of trustees on several demographic characteristics, including age, race, sex, education, and occupation.

Board Profile

There are slightly more than 2,300 boards governing approximately 3,000 institutions of higher education in this country. Most (2,150) are single-campus boards: i.e., legally responsible for the direct control and operation of only one institution or campus. But 164 (7 percent of the total) are multicampus boards, responsible for 886 colleges and universities enrolling over half the student population (full-time-equivalent enrollment) (Table 1).

These multicampus, or systemwide, governing boards are more common in the public than in the private sector: Eighteen percent (138) of the public governing boards oversee more than half (816) of the institutions and two-thirds (four million) of the students in the public sector. In contrast, most private institutions (96 percent) are governed by single-campus boards.

There are more than 50,000 voting members *authorized* for all governing boards, with an average of twenty-two voting members per board (Table 2). Boards controlling private institutions have, on the average, three times as many authorized trustees as boards controlling public institutions: twenty-eight versus nine.

Nearly as many governing board members are actually *serving* as are authorized: 93 percent overall. The boards with the greatest number of authorized trustees, however, tend to have the smallest proportion actually serving. Of the authorized members on public-sector boards, 98 percent are serving, as compared with 92 percent of the authorized members on private-sector boards.

Some governing boards allocate a specified share of trustee positions to persons representing certain groups or meeting predetermined requirements, such as membership in a sponsoring church organization or representation of a supporting industry. Of

the trustees authorized and serving, three out of ten must be selected from designated constituencies, with 6 percent chosen from alumni/alumnae. The public boards, particularly those responsible for two or three campuses, reported far fewer restrictions on appointments: Only 9 percent must be chosen from specific groups. In contrast, one-third of the positions on single-campus governing boards of private institutions are reserved for representatives of specific groups.

The private multicampus boards require that 10 percent of their members be drawn from alumni. It is mainly this kind of board which also requires that faculty be represented (2 percent of all trustees). The requirement for student representation--which, on the whole, is minor--is more common among public multicampus boards governing more than three campuses (4 percent), followed by private multicampus boards (2 percent).

Trustee Profile

Most trustees (85 percent overall) are *male* (Table 3). *Women* are better represented on public than private boards: Their average proportion ranges from a high of 18 percent of the trustees on public single-campus boards to a low of 13 percent of the trustees on private multicampus boards.

The proportion of *minority-group* board members is 7 percent overall. Minorities are best represented (an average of 14 percent) on public single-campus boards; their lowest representation (an average of 3 percent) occurs on private multicampus boards.

About two in three board members are *50 years and older*, and only one in ten is under age 40. The youngest trustees are serving on public single-campus boards (45 percent under age 50), and the oldest serve on private multicampus boards (28 percent under age 50).

Overall, the *educational level* of board members is relatively high: 90 percent of all trustees are reported to have at least a baccalaureate, and 32 percent have a professional or doctoral degree. The educational attainment of trustees on the private multicampus boards is higher still: Only 7 percent have less than a baccalaureate; 38 percent have a baccalaureate, and 39 percent hold a doctorate or a professional degree.

Respondents were asked to indicate the *primary occupation* of their trustees, based on each trustee's primary work activity. It turns out that about one in three trustees is an administrator or executive in business or industry, one in four provides professional services, and one in seven is involved in the field of education (as an administrator, teacher, or college student) (Table 4). Distributions by occupation differed somewhat across the types of governing boards. About four in ten trustees on private boards, but fewer than three in ten on public multicampus boards, are business executives. And a greater proportion of trustees on private than on public multicampus boards are in education (17 percent and 13 percent, respectively).

Members of the clergy serve almost exclusively on private boards, primarily single-campus (12 percent). Lawyers are more numerous on multicampus than on single-campus governing boards (12 percent vs. 8 percent), particularly the public systemwide boards, where they constitute about 14 percent of the total membership.

Administrators and teachers at primary and secondary schools are most common on public governing boards (constituting about 4 percent of the members), whereas administrators of postsecondary institutions are most common on private boards, particularly multicampus boards (9 percent). The proportion of trustees from college and university faculties is greatest on private boards governing more than one campus (4 percent), and the proportion of student trustees is greatest on public boards responsible for more than three campuses (4 percent).

Homemakers serve most frequently on public single-campus governing boards (9 percent); and farmers, on public multicampus boards (about 7 percent).

Respondents were also asked to indicate the number of trustees who are members of *other institutional governing boards* and the number who are members or heads of *corporation boards*. Nearly one-fifth of all members hold trusteeships on more than one governing board, ranging from as few as 7 percent of trustees on public single-campus boards to as many as 29 percent of trustees on private multicampus boards (Table 5).

Almost one-third of all trustees are members of corporation boards and almost one-fifth are the principal officers. More trustees on private than on public boards hold memberships on corporate boards (33 percent vs. 24 percent) or are principal corporate officers (20 percent vs. 12 percent).

Single-Campus Governing Boards

The characteristics of trustees of single-campus boards vary considerably between the public and private sectors, as do the types of institutions they govern. More than three-fourths of the public single-campus boards oversee two-year colleges; 80 percent of the private single-campus boards oversee four-year colleges; and about 4 percent of the boards in each sector oversee universities (Table 6). Moreover, half of the institutions governed by private single-campus boards enroll fewer than 600 students, and fewer than 4 percent enroll 5,000 or more students. The comparable figures for governance by single-campus boards in the public sector are 16 percent and 18 percent, respectively.

Boards: Though extreme variations in the size and composition of single-campus boards within the same sector are few, they should be mentioned. Thus, boards controlling universities and four-year colleges in the public sector reported considerably higher average numbers of voting members, both authorized and serving, than did single-campus boards controlling two-year colleges: thirteen and twelve members, respectively, compared with eight members (Table 7). Single-campus boards which govern private universities also tend to be larger than the other single-campus boards: an average of thirty-four members serving, in contrast with an average of twenty-five members on boards governing private two-year and four-year colleges and an average of thirteen or fewer on boards governing public institutions.

Whereas only 13 percent of all other public single-campus boards governing public two-year colleges and universities reported having designated constituencies, 26 percent of those governing four-year colleges have such constituencies. Just under 1 percent of the positions on public single-campus boards governing colleges are designated for alumni/alumnae, compared with nearly 6 percent of the positions on public university boards.

Among the private boards, a low of 21 percent of those governing universities, and a high of 53 percent of two-year college boards, have designated constituencies.

Trustees: Women are best represented on single-campus boards governing private two-year colleges: 29 percent of trustees on these boards are women, compared with only 12 percent of trustees on all other private single-campus boards (Table 8).

Public four-year boards have more than four times as many Black trustees as do other public boards (25 percent vs. 6 percent).

Boards operating public four-year colleges have more trustees with graduate and professional training than do other public single-campus boards: 57 percent with a master's degree or better, compared with 41 percent of all other public single-campus board trustees.

The trustees of public universities tend to be considerably older: 73 percent are age 50 or older, as compared with 54 percent of trustees on all other public single-campus boards.

In the public sector, trustees of four-year colleges are less likely to be from the business world than are other public single-campus trustees (29 percent vs. 35 percent), and university trustees are less often in education than are other public single-campus trustees (7 percent vs. 11 percent) (Table 9).

In the private sector, university trustees are more likely to be in business (48 percent vs. 34 percent), and two-year college trustees are more often employed in education (20 percent vs. 13 percent) than are trustees on all other private single-campus boards.

In both sectors, university trustees are far more likely to sit on other institutional governing boards or on corporation boards than are other trustees. Among the public single-campus boards, nearly twice as many university trustees are members of other governing boards (13 percent vs. 7 percent) or the principal officers of corporation boards (22 percent vs. 10 percent) (Table 10).

Summary

On the whole, public boards tend to be smaller but more diverse in their membership than are private boards. They include larger proportions of women and of minorities, and

their trustees tend to be younger.

Members of private boards have rather high levels of educational attainment. They also tend to hold more institutional and corporate board memberships.

Since seven in ten single-campus boards govern private institutions, the single-campus boards reflect in great measure the characteristics of the private boards: a larger voting membership, a larger proportion of members from designated constituencies. These single-campus boards constitute 93 percent of all boards, govern 71 percent of all colleges and universities and, ultimately, have responsibility for 47 percent of all students.

Table 1

Governing Boards and Institutions Governed, by Control

Characteristic	Number of Boards	Number of Institutions Governed	Total FTE Enrollment* (Fall 1974)
Total Governing Boards	2,314	3,036	7,886,565
Single-campus	2,150	2,150	3,722,509
Multicampus			
Governing 2-3 institutions	92	222	1,121,559
Governing 4 or more institutions	72	664	3,042,497
Public	770	1,448	5,994,876
Single-campus	632	632	2,002,720
Multicampus			
Governing 2-3 institutions	71	176	1,018,098
Governing 4 or more institutions	67	640	2,974,058
Private	1,544	1,588	1,891,689
Single-campus	1,518	1,518	1,719,789
Multicampus			
Governing 2-3 institutions	21	46	103,461
Governing 4 or more institutions	5	24	68,439

*FTE enrollment is full-time-equivalent enrollment.

Table 2

Voting Members of Governing Boards

Voting Members	Total Governing Boards				Public			Private	
	Total (N=2,314)	Single-Campus (N=2,150)	Multi-Campus ≤ 3 (N=92)	Multi-Campus >3 (N=72)	Single-Campus (N=632)	Multi-Campus≤ 3 (N=71)	Multi-Campus >3 (N=67)	Single-Campus (N=1,518)	Multi-* Campus (N=26)
Total number authorized	50,537	48,071	1,417	1,049	5,560	625	859	42,511	982
Average number authorized	21.8	22.4	15.4	14.6	8.8	8.8	12.8	28.0	37.8
Total number serving	47,138	44,759	1,368	1,011	5,458	609	846	39,301	924
Average number serving	20.4	20.8	14.9	14.0	8.6	8.6	12.6	25.9	35.5
Proportion serving	93.3	93.1	96.5	96.4	98.2	97.4	98.5	92.4	94.1
Of number serving, proportion which must come from designated constituencies:	30.5	31.0	18.9	23.0	16.1	9.0	21.3	33.1	27.8
Proportion which must come from alumni/ alumnae	5.8	5.7	6.4	7.0	1.2	1.1	6.6	6.4	10.4
Proportion which must come from faculty	.5	.5	1.5	0	.6	.5	0	.5	1.9
Proportion which must come from students	.7	.7	1.5	3.0	.6	1.0	3.5	.7	1.6

*On this and subsequent tables, multicampus governing boards were collapsed into one category because of their small number.

Table 3

Characteristics of Voting Members of Governing Boards

(In Percentages)

Characteristic	Total Governing Boards				Public			Private	
	Total (N=2,314)	Single-Campus (N=2,150)	Multi-Campus ≤ 3 (N=92)	Multi-Campus >3 (N=72)	Single-Campus (N=632)	Multi-Campus ≤ 3 (N=71)	Multi-Campus >3 (N=67)	Single-Campus (N=1,518)	Multi-Campus (N=26)
Number of voting members	47,138	44,759	1,368	1,011	5,458	609	846	39,301	924
Sex:									
Men	84.9	84.9	85.8	85.2	81.7	84.9	84.1	85.3	87.3
Women	15.1	15.1	14.2	14.8	18.3	15.1	15.9	14.7	12.7
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Race:									
Black	6.0	5.9	4.5	8.7	10.9	6.7	9.7	5.2	2.9
Other minority	1.0	1.0	1.2	2.4	2.7	2.1	2.9	.7	.3
White	93.0	93.1	94.3	88.9	86.4	91.1	87.4	94.0	96.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Education:									
Less than high school	.4	.3	.1	4.5	.7	.3	5.4	.3	0
High school diploma	6.5	6.5	7.8	5.8	11.8	8.5	6.9	5.8	5.9
A.A., A.S.	2.8	2.8	1.6	3.6	4.8	3.1	3.9	2.5	.7
B.A., B.S.	38.8	38.8	40.3	35.8	37.7	38.6	38.0	38.9	38.4
M.A., M.S., M.A.T.	19.4	19.6	14.7	16.8	17.5	15.8	15.1	19.8	16.0
Ph.D., Ed.D.	11.0	11.1	10.1	8.3	5.9	5.2	6.7	11.8	14.6
M.D., J.D.	21.2	21.0	25.3	25.2	21.6	28.4	24.0	20.9	24.3
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Age:									
Less than 30 years old	2.2	2.1	2.9	4.6	2.2	3.0	5.5	2.1	2.3
20-39 years old	7.3	7.3	5.3	7.4	9.6	7.4	8.9	7.0	3.0
40-49 years old	24.4	24.3	24.6	25.0	32.9	25.1	27.2	23.2	22.4
50-59 years old	35.0	34.9	39.0	34.4	33.7	41.1	34.0	35.0	37.1
60-69 years old	24.7	24.8	23.5	22.9	16.9	18.4	18.8	25.8	30.5
70 years old or older	6.5	6.6	4.7	5.7	4.6	5.0	5.6	6.8	4.7
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table 4

Primary Occupation of Voting Members of Governing Boards

(In Percentages)

Primary Occupation	Total Governing Boards				Public			Private	
	Total (N=2,314)	Single-Campus (N=2,150)	Multi-Campus ≤ 3 (N=92)	Multi-Campus > 3 (N=72)	Single Campus (N=632)	Multi-Campus ≤3 (N=71)	Multi-Campus >3 (N=67)	Single-Campus (N=1,518)	Multi-Campus (N=26)
Number of voting members	47,138	44,759	1,368	1,011	5,458	609	846	39,301	924
Business:									
Executive, mining and manufacturing firm	20.3	20.5	17.8	15.3	20.2	12.4	14.3	20.6	21.8
Executive, banking firm	11.2	11.0	14.8	12.3	9.3	13.5	9.6	11.2	17.5
Other	3.0	2.9	3.3	3.6	4.6	3.0	4.0	2.7	3.2
Education:									
Officer, higher education	5.9	5.9	4.0	6.1	2.3	.2	3.6	6.4	9.1
Faculty, higher education	3.3	3.3	2.9	2.0	2.5	1.0	2.0	3.5	3.9
Student	1.0	1.0	1.5	3.2	.9	1.3	3.8	1.0	1.3
Teacher or administrator, primary or secondary school	2.9	2.8	3.0	3.7	4.2	4.8	4.4	2.7	1.3
Other	.7	.7	2.0	1.6	.9	3.1	1.9	.6	1.0
Professional services:									
Clergy	10.1	10.5	1.3	.8	.9	.5	.6	11.8	1.9
Lawyer	8.4	8.2	12.2	12.5	11.7	14.2	13.3	7.7	10.3
Doctor, dentist	5.5	5.6	3.1	6.5	6.3	4.5	7.1	5.5	2.3
Other	1.1	1.0	1.7	2.7	1.8	2.8	2.9	.9	1.0
Other:									
Executive, nonprofit organization	4.1	4.2	3.5	3.6	2.5	3.5	3.7	4.4	3.4
Farmer	1.3	1.1	3.6	5.5	3.4	7.6	6.0	.8	.9
Homemaker	5.0	5.0	5.4	3.7	8.7	7.3	4.4	4.5	3.2
Retired	9.1	9.2	8.0	5.0	8.9	7.6	5.4	9.2	7.3
Other	7.2	7.0	12.1	12.1	11.0	11.9	12.9	6.5	10.7
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table 5

Additional Activities of Voting Members of Governing Boards

(In Percentages)

Activity	Total Governing Boards				Public			Private	
	Total (N=2,314)	Single-Campus (N=2,150)	Multi-Campus ≤ 3 (N=92)	Multi-Campus > 3 (N=72)	Single-Campus (N=632)	Multi-Campus ≤ 3 (N=71)	Multi-Campus >3 (N=67)	Single-Campus (N=1,518)	Multi-Campus (N=26)
Number of voting members	47,138	44,759	1,368	1,011	5,458	609	846	39,301	924
Proportion who are members of another governing board	18.8	18.8	20.7	14.6	7.0	10.5	11.8	20.4	28.9
Proportion who are members of a corporation board	31.5	31.5	35.6	29.3	23.1	28.7	27.3	32.6	40.8
Proportion who are president or chairman of a corporation	18.9	18.9	21.2	15.5	11.2	15.6	14.3	20.0	25.0

Table 6

Selected Characteristics of Single-Campus Governing Boards

(In Percentages)

Characteristic	Total (N=2,150)	Public (N=632)	Private (N=1,518)
Total	100.0	29.4	70.6
Type:			
University	4.4	4.3	4.5
Four-year college	61.9	18.0	80.2
Two-year college	33.7	77.7	15.3
Census Region:			
East	29.3	14.9	35.3
Midwest	28.7	27.8	29.1
South	21.1	23.9	19.9
West	20.9	33.4	15.7
FTE Enrollment:			
600 or less	39.7	16.2	49.6
601-1,500	31.8	31.6	31.9
1,501-5,000	20.4	33.9	14.7
5,001-10,000	5.9	12.9	2.9
More than 10,000	2.2	5.5	.9
Current Fund Expenditures:			
$5 million or less	80.1	67.0	85.6
>$5 million-$10 million	10.8	17.3	8.1
>$10 million-$25 million	5.6	10.5	3.6
>$25 million-$50 million	1.9	3.3	1.3
More than $50 million	1.6	1.9	1.5

Table 7

Voting Members of Single-Campus Governing Boards

Voting Members	Public Single-Campus Boards			Private Single-Campus Boards		
	University (N=27)	Four-Year (N=114)	Two-Year (N=491)	University (N=68)	Four-Year (N=1,217)	Two-Year (N=233)
Total number authorized	361	1,406	3,793	2,442	34,262	5,807
Average number authorized	13.4	12.3	7.7	35.9	28.2	24.9
Total number serving	360	1,347	3,751	2,338	31,848	5,115
Average number serving	13.3	11.8	7.6	34.4	26.2	22.0
Proportion serving	99.7	95.8	98.9	95.7	93.0	88.1
Of number serving, proportion which must come from designated constituencies:	10.3	25.5	13.4	20.6	30.8	52.9
Proportion which must come from alumni/ alumnae	5.8	3.3	0	8.5	6.6	4.1
Proportion which must come from faculty	.3	2.2	0	.4	.5	.3
Proportion which must come from students	.8	2.0	.1	.2	.8	.3

Table 8

Characteristics of Voting Members of Single-Campus Governing Boards

(In Percentages)

Characteristics	Public Single-Campus Boards			Private Single-Campus Boards		
	University (N=27)	Four-Year (N=114)	Two-Year (N=491)	University (N=68)	Four-Year (N=1,217)	Two-Year (N=233)
Number of voting members	360	1,347	3,751	2,338	31,848	5,115
Sex:						
Men	87.4	84.0	80.4	89.9	87.3	71.1
Women	12.6	16.0	19.6	10.1	12.7	28.9
Total	100.0	100.0	100.0	100.0	100.0	100.0
Race:						
Black	5.6	24.9	6.4	3.7	5.1	6.5
Other minority	2.0	2.2	3.0	.3	.8	.5
White	92.5	72.9	90.6	96.0	94.1	92.9
Total	100.0	100.0	100.0	100.0	100.0	100.0
Education:						
Less than high school	0	.2	.9	*	.3	.3
High school diploma	10.2	10.2	12.6	4.8	6.2	3.3
A.A., A.S.	.8	.7	6.8	1.2	2.0	6.2
B.A., B.S.	41.8	31.6	39.6	39.6	39.2	37.3
M.A., M.S., M.A.T.	9.0	16.4	18.7	15.5	18.6	29.7
Ph.D., Ed.D.	5.1	8.9	4.9	13.7	12.2	8.1
M.D., J.D.	33.1	32.0	16.7	25.2	21.5	15.1
Total	100.0	100.0	100.0	100.0	100.0	100.0
Age:						
Less than 30 years old	2.5	3.3	1.9	1.6	2.2	1.4
20-39 years old	6.9	9.3	10.0	4.2	7.0	8.6
40-49 years old	17.6	31.0	34.9	15.2	24.0	21.9
50-59 years old	40.7	33.4	33.2	35.5	34.8	35.9
60-69 years old	25.3	18.3	15.7	31.9	25.3	26.3
70 years old or older	7.1	4.7	4.3	11.6	6.6	5.9
Total	100.0	100.0	100.0	100.0	100.0	100.0

*Less than .05 percent.

Table 9

Primary Occupation of Voting Members of Single-Campus Governing Boards

(In Percentages)

Primary Occupation	Public Single-Campus Boards			Private Single-Campus Boards		
	University (N=27)	Four-Year (N=114)	Two-Year (N=491)	University (N=68)	Four-Year (N=1,217)	Two-Year (N=233)
Number of voting members	360	1,347	3,751	2,338	31,848	5,115
Business:						
Executive, mining and manufacturing firm	18.8	16.6	21.2	29.2	20.6	16.7
Executive, banking firm	14.5	9.4	8.8	16.1	11.4	8.2
Other	4.3	3.0	5.0	2.8	2.9	1.9
Education:						
Officer, higher education	2.0	2.3	2.3	5.8	6.3	7.4
Faculty, higher education	.9	4.4	2.1	2.8	3.4	4.2
Student	1.2	1.7	.7	1.9	1.1	0
Teacher or administrator, primary or secondary school	1.4	4.5	4.3	.8	2.1	6.7
Other	1.7	1.1	.8	.4	.4	2.0
Professional services:						
Clergy	.3	.7	1.0	5.0	11.8	14.8
Lawyer	18.2	18.4	9.3	10.8	7.7	6.9
Doctor, dentist	6.1	7.5	6.0	2.0	6.0	3.6
Other	1.4	1.7	1.9	1.1	1.0	.3
Other:						
Executive, nonprofit organization	2.0	3.2	2.4	3.2	4.5	4.0
Farmer	2.9	3.0	3.6	.4	.9	.3
Homemaker	5.5	9.0	8.9	3.1	4.1	8.1
Retired	7.2	6.6	9.7	8.9	9.2	9.8
Other	11.6	7.1	12.0	5.6	6.7	5.2
Total	100.0	100.0	100.0	100.0	100.0	100.0

Table 10

Additional Activities of Voting Members of Single-Campus Governing Boards

(In Percentages)

Activity	Public Single-Campus Boards			Private Single-Campus Boards		
	University (N=27)	Four-Year (N=114)	Two-Year (N=491)	University (N=68)	Four-Year (N=1,217)	Two-Year (N=233)
Number of voting members	360	1,347	3,751	2,338	31,848	5,115
Proportion who are members of another governing board	13.1	6.8	6.6	30.4	20.5	15.2
Proportion who are members of a corporation board	36.7	22.9	21.8	51.8	31.8	28.8
Proportion who are president or chairman of a corporation	22.2	11.1	10.2	30.5	21.2	7.7

Appendix A: Survey Instrument

AMERICAN COUNCIL ON EDUCATION
ONE DUPONT CIRCLE
WASHINGTON, D. C. 20036

HIGHER EDUCATION PANEL

October 14, 1976

Dear Higher Education Panel Representative:

Enclosed is the thirty-fifth survey of the Higher Education Panel -- Characteristics of Governing Boards of Colleges and Universities. Sponsored by the Association of Governing Boards, this survey requests information on the background and social characteristics of persons who sit on institutional governing boards.

Please transmit the survey form to the person most able either to collect or to consolidate the requested data. In many cases this will be the chief administrative officer, but, as usual, we will rely on your judgment in this matter.

Please understand that responses from your institution will be held in strictest confidence. As with all our surveys, the data you provide will be reported in summary fashion only and will not be identified with your institution.

We ask that you return the completed questionnaire by November 1, 1976. Enclosed for your convenience is a self-addressed, stamped envelope. If you have any questions, please call us (collect) at 202-833-4757.

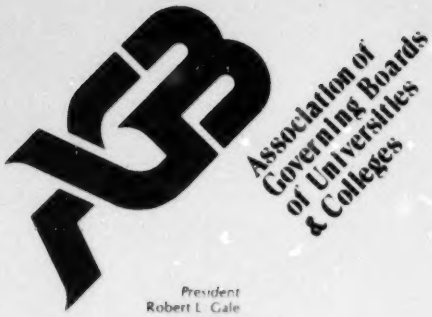
Thank you for your cooperation..

Sincerely,

Frank Atelsek

Frank Atelsek
Director

FA;ec
Enclosures



October 13, 1976

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Dear Colleague:

We would be grateful if you would have someone in your office complete the enclosed questionnaire on the composition of governing boards of colleges and universities. The purpose of this survey is to collect current data on the background characteristics of trustees and regents to determine if any significant change in the composition of governing boards has occurred since the last comprehensive survey on this subject was conducted in 1968.

This survey is being conducted for AGB by the Higher Education Panel (HEP), a survey-research program of the American Council on Education which will collect and compile this data. Please return the completed questionnaire in the enclosed envelope by November 1, 1976.

Please understand that responses from your institution will be held in strictest confidence. As with all HEP surveys, the data you provide will be reported in summary fashion only and will not be identified with your institution.

We will see that the results of this survey will be available to you and to your board. If you have any questions, please call the HEP staff (collect) at (202) 833-4757.

Thank you for your cooperation.

Sincerely,

Robert L. Gale

Robert L. Gale

AMERICAN COUNCIL ON EDUCATION
HIGHER EDUCATION PANEL SURVEY NO. 35

COMPOSITION OF COLLEGE AND UNIVERSITY GOVERNING BOARDS

A. Please check below the type of governing board that serves your institution:

☐ Single-campus governing board - Legal responsibility for the direct control and operation of a single campus or institutional unit

☐ Multi-campus (or system) governing board - Legal responsibility for the direct control and operation of more than one institutional unit (with *or* without a statewide coordinating agency or local advisory boards)

B. How many *voting* members are *authorized* for the board? _____

C. How many *voting* members are *actually serving* on the board? _____

The remainder of this survey pertains only to the voting members **actually serving** *on the board, as reported in* C *above.*

1. How many board members *must* come from designated constituencies (e.g., sponsoring church organizations, industry, faculty, alumni) _____

   a. How many board members *must* come from the alumni/alumnae? _____

   b. How many board members *must* come from your institution's faculty? _____

   c. How many board members *must* come from your institution's students? _____

2. Please describe the voting board members according to the following:

a. *Sex*. How many are:

_____Men

_____Women

b. *Race*. How many are:

_____Black

_____Other minority (including Hispanic)

_____White

c. *Educational Background*. How many have:

_____Less than high school diploma

_____High school diploma/equivalency

_____Associate's degree (A.A., A.S.)

_____Bachelor's degree (B.A., B.S.)

_____Master's degree (M.A., M.S., M.A.T.)

_____Doctorate degree (Ph.D., Sc.D.)

_____Professional degree (M.D., D.D.S., D.V.M., J.D., L.L.B.)

d. *Age*. How many are:

_____Under 30 years old

_____30-39 years old

_____40-49 years old

_____50-59 years old

_____60-69 years old

_____70 years old or older

Please note: The total number of board members reported in each of Items 2a-e should be the same as the total reported in Item C above.

(over please)

e. *Primary occupation.* How many board members are involved in each of the following as a primary vocation (count each board member only *once*):

Business

_____Executive/administrative officer of a manufacturing/merchandizing firm

_____Executive/administrative officer of a banking/investment/insurance firm

_____Executive/administrative officer of a nonprofit foundation/organization

_____Other (specify_____)

Education

_____Officer/administrator of an institution of higher education

_____Faculty member of an institution of higher education

_____Full-time student

_____Teacher/administrator of a primary/secondary school

_____Other (specify_____)

Professional Services

_____Clergy

_____Lawyer/partner in a law firm

_____Physician/dentist

_____Other (specify_____)

Other

_____Accountant

_____Artist/writer/musician

_____Farmer/rancher

_____Homemaker

_____Journalist

_____Skilled or semi-skilled worker

_____Social worker

_____Retired from primary occupation

_____Other (specify_____)

3. How many board members are *also*:

a. A member of another governing board of another institution? _____

b. A member of a board of a corporation? _____

c. The president or chairman of a corporation? _____

THANK YOU FOR YOUR ASSISTANCE.
Please return this form by Nov. 1, 1976.

PLEASE RETAIN A COPY OF THIS SURVEY FOR YOUR RECORDS

TO: HIGHER EDUCATION PANEL
AMERICAN COUNCIL ON EDUCATION
ONE DUPONT CIRCLE, N.W.
WASHINGTON, D.C. 20036

Person Completing Form_____

Office_____

Phone_____

If you have any questions please call (collect) 202-833-4757.

Appendix B: Methodology

All colleges and universities in the population are categorized in terms of the Higher Education Panel's stratification design, which is based on type (two-year college, four-year college, university), control (public, private), and size (full-time equivalent enrollment).

Governing boards, and the institutions they control, were identified through various sources, including (1) the classifications maintained by the AGB, (2) the central office system listings in the NCES Education Directory 1975-76, (3) institutional responses to a survey item asking whether the governing boards were single-campus or multicampus, and (4) telephone contacts to resolve conflicting information from different sources. As a result of these efforts, a population of 2,314 governing boards was defined: 2,150 single-campus boards and 164 multicampus boards.

After the requested return date of November 8, nonrespondents were followed up by mail. Completed questionnaires were checked item by item to ensure that responses were internally consistent. In cases of "problem" questionnaires, followups were conducted by mail and telephone. Thus, by the close of the field phase in late December, usable data had been received from 449 of the 528 boards surveyed, yielding a response rate of 85 percent.

Weighting

Because boards rather than institutions were weighted (with single-campus boards and multicampus boards being treated as separate populations), the fundamental characteristics of each governing board--such as control and region--had to be determined.

Once their basic characteristics were determined, the boards were stratified according to a scheme adapted from the Higher Education Panel's initial sampling design, as shown in Table B-1*. To develop national estimates, the responses to each item in the survey

*The basic HEP sampling design comprises two primary classes of institutions: those whose invitation to participate in the Panel was based upon certainty sampling, and those whose invitation was based upon probability sampling. The probability sample was drawn disproportionately from ten strata which distinguished institutions according to type, control, and size characteristics. For a complete discussion of the design of the Panel, see J. Creager, Development of a Revised Higher Education Panel: A Study of the Taxonomy and Sampling of the Institutional Domain of Higher Education (Washington: American Council on Education), 1976.

Table B-1

Stratification Design for Weighting

Cell	Characteristic	Population (N=2,314)	Respondents (N=449)	Weight
Multicampus Boards				
	Public certainty			
1	East, governs ≤3 campuses	5	2	2.50
2	>3 campuses	12	8	1.50
3	Midwest, governs ≤ 3 campuses	9	9	1.00
4	> 3 campuses	13	11	1.18
5	South, governs ≤3 campuses	5	3	1.67
6	>3 campuses	11	10	1.10
7	West, governs ≤3 campuses	11	9	1.22
8	>3 campuses	15	14	1.07
	Public probability			
9	East, governs ≤ 3 campuses	4	2	2.00
10	> 3 campuses	6	3	2.00
11	Midwest, governs, ≤ 3 campuses	15	7	2.14
12	> 3 campuses	3	1	3.00
13	South, governs ≤ 3 campuses	6	2	3.00
14	> 3 campuses	4	1	4.00
15	West, governs ≤ 3 campuses	16	8	2.00
16	> 3 campuses	3	2	1.50
	Private			
17	Governs ≤ 3 campuses	21	7	3.00
18	> 3 campuses	5	2	2.50
Single-Campus Boards				
	Public two-year college			
19	East	59	19	3.11
20	Midwest	142	23	6.17
21	South	113	15	7.53
22	West	177	38	4.66
	Private two-year college			
23	East	91	6	15.17
24	Midwest	51	4	12.75
25	South	65	4	16.25
26	West	26	1	26.00
	Public four-year college			
27	East	31	13	2.38
28	Midwest	27	13	2.08
29	South	32	12	2.67
30	West	24	9	2.67
	Private four-year college			
31	East	409	40	10.22
32	Midwest	379	37	10.24
33	South	230	16	14.38
34	West	199	17	11.71
	Public university			
35	East	4	4	1.00
36	Midwest	7	7	1.00
37	South	6	5	1.20
38	West	10	9	1.11
	Private university			
39	East	36	30	1.20
40	Midwest	12	11	1.09
41	South	7	5	1.40
42	West	13	10	1.30

were weighted, within each stratification cell, by the ratio of the number of boards in the population to the number of responding boards in that cell. The resulting cell and item weights were then applied to the responses about each board, and the weighted data were then aggregated into broad categories appropriate to the survey analysis.

The reader is reminded that all data displayed in Tables 2 through 10 represent independently computed population estimates. Because each data element was weighted separately, subtotals generally approximate, but may not add up to, their corresponding totals.

Response-Nonresponse Comparison

A comparison of respondents and nonrespondents for both single-campus and multicampus governing boards is presented in Table B-2.

Multicampus boards and single-campus boards had virtually identical response rates (86 percent and 85 percent, respectively), and the response rates of boards governing different types of institutions did not differ greatly. Single-campus boards governing institutions with 600 or fewer students had the lowest response rate (73 percent), and single-campus boards governing institutions enrolling between 5,000 and 10,000 students had the highest response rate (92 percent).

Table B-2

Comparison of Respondents and Nonrespondents

(In Percentages)

Characteristics	Single-Campus Governing Boards			Multicampus Governing Boards		
	Respondents (N=348)	Nonrespondents (N=62)	Response Rate	Respondents (N=101)	Nonrespondents (N=17)	Response Rate
Total	100.0	100.0	84.9	100.0	100.0	85.6
Control						
Public	48.0	29.5	90.3	91.1	94.7	85.2
Private	52.0	70.5	80.4	8.9	5.3	90.0
Census Region						
East	32.2	36.1	83.6	21.8	31.6	81.5
Midwest	27.3	27.8	84.8	28.7	15.8	90.6
South	16.4	16.4	85.1	15.8	26.3	80.0
West	24.1	19.7	87.5	33.7	26.3	89.5
Enrollment (FTE)[a]						
≤600	13.5	27.9	73.4*	-	-	-
601-1,500	15.5	19.7	81.8	-	-	-
1,501-5,000	33.6	29.5	86.7	-	-	-
5,001-10,000	25.6	13.1	91.8	-	-	-
>10,000	11.8	9.8	87.2	-	-	-

[a]Not available for multicampus governing boards.

*Falls short of overall response rate by more than 10 percent.

Other Reports of the Higher Education Panel
American Council on Education

Blandford, B. and Dutton, D. **Survey of First-Year Graduate and Postdoctoral Enrollment in Science and Engineering.** Higher Education Panel Report, No. 1, August, 1971.

Blandford, B. and Dutton, D. **Research Support for Science Faculty.** Higher Education Panel Report, No. 2, November, 1971.

Astin, A., Blandford, B., and Mahn, T. **Freshman Class Vacancies in Fall 1971 and Recent Trends in Enrollment of Minority Freshmen.** Higher Education Panel Report, No. 3, February, 1972.

Changes in Graduate Programs in Science and Engineering 1970-72 and 1972-74. Science Resources Studies Highlights. Washington: National Science Foundation, July, 1972.

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Trexler, J. and Blandford, B. **What College Presidents Are Reading.** Higher Education Panel Report, No. 6, March, 1972.

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Furniss, W. T. **Faculty Tenure and Contract Systems: Current Practice.** ACE Special Report, July, 1972.

Bayer, A. E. and Astin, A. W. **War Protest on U. S. Campuses During April 1972.** Higher Education Panel Report, No. 9, May, 1972.

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Blandford, B. A. **Student Participation on Institutional Governing Boards.** Higher Education Panel Report, No. 11, October, 1972.

Dutton, J. E. and Blandford, B. A. **Enrollment of Junior-Year Students (1971 and 1972).** Higher Education Panel Report, No. 12, April, 1973.

Dutton, J. E. **Courses and Enrollment in Ethnic/Racial Studies.** Higher Education Panel Report, No. 14, August, 1973.

Dutton, J. E. and Jenkins, M. D. **The Urban Involvement of Colleges and Universities.** Higher Education Panel Report, No. 15, August, 1973.

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El-Khawas, E. H. and Kinzer, J. L. **The Impact of Office of Education Student Assistance Programs, Fall 1973.** Higher Education Panel Report, No. 18, April, 1974.

El-Khawas, E. H. and Kinzer, J. L. **Enrollment of Minority Graduate Students at Ph.D. Granting Institutions.** Higher Education Panel Report, No. 19, August, 1974.

El-Khawas, E. H. **College and University Facilities: Expectations of Space and Maintenance Needs for Fall 1974.** Higher Education Panel Report, No. 20, September, 1974.

Kinzer, J. L. and El-Khawas, E. H. **Compensation Practices for Graduate Research Assistants: A Survey of Selected Doctoral Institutions.** Higher Education Panel Report, No. 21, October, 1974.

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